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Riding after Custer

By MAJ Geoffrey J. Jeram

A highlight of South Dakota's Officer Candidate School, Phase 2, is the Staff Ride of the Battle of Little Bighorn. The Candidates traveled to the National Monument near the town of Garry Owen, Montana, where they walked the footsteps and hoofsteps of LTC George Custer's 7th Cavalry where, on 25 June 1876, Custer split his 600 man command into three advancing columns.

SGM Robert McPherson, who authored the battle's staff ride handbook, and LTC Gary Miller, the senior OCS instructor, organized the event and asked each candidate to research the persona of an officer, trooper, scout, or civilian. Throughout the study of the battle, the candidates, themselves, recounted the thought processes of the participants and evaluated the events in the context of modern doctrinal tactics. During the four hour bus ride to the battlefield, the candidates watched three documentaries about the tactics, archeology, and



Candidates discuss the battle before the shades of the 7th Cavalry

Indian perspective of the battle and studied vignettes of the individuals involved.

The class stood on the sandy banks of the Little Bighorn River where MAJ Marcus Reno with 166 troopers and scouts of Custer's command and following Custer's orders, initiated the attack on an Indian camp of several thousand allied Indians. During that attack, both the cavalry and the Indians were surprised. The tribes' lodges stretched about 2 kilometers in that lazy summer afternoon and Reno's attack provoked a northward evacuation of the women and children while approximately 1500-2000 warriors of Sioux, Arapahoe, and Cheyenne tribes forced Reno to withdrawal in disarray. Custer, who promised to support him with his force of about 210 men, did not return.

~ Continued on page 7



Leadership

By MAJ Geoffrey J. Jeram

"In war, there is no substitute for victory."

General Douglas MacArthur spoke these words in 1951 in his farewell to congress. He had begun his military career over a

half century earlier with his cadetship at the U.S. Military Academy. That was in 1898, when his father, then BG Arthur MacArthur, Jr., a hero of the Civil War, was leading volunteer forces in the Philippines during the Spanish American War. Since then, Douglas MacArthur had risen to Army Chief of Staff, fought two world wars, served as the chief executive of two countries, and worked the military miracles of the 20th Century. And he was awarded the Congressional Medal of Honor, just like his father, making the MacArthurs the first father and son CMH awardee pair. ~ Continued on page 6

Soldiers of the Week

Officer Candidate, Phase 1

OC Edward Boylan, from Washington, has 11 years of service including 4 on active duty and in such units as the 2-8 Field Artillery Battalion of the 25th Infantry Divn, the 161st Infantry during OIF II, and currently 1-205th RTI. His military education includes PLDC and BNOC. He recently started a new job at McCord AFB as the Squadron Training Manager. He has a B.A in Finance from the University of Washington and plans for an MBA. His goal in OCS: "Survive", but his greater intention is "To influence and lead soldiers into becoming better warriors."



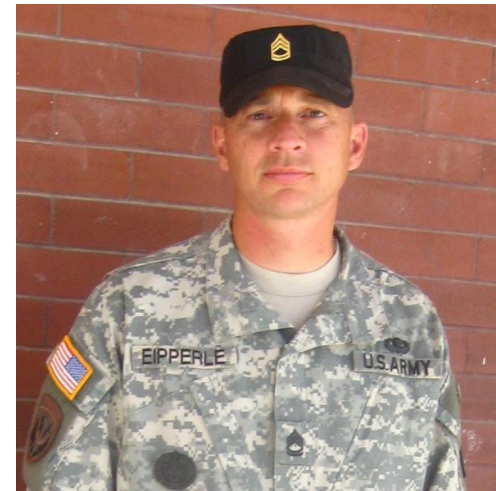
Officer Candidate, Phase 3

OC Christopher Yell, from the Nevada National guard, has three years of military service, two years of them in the active Navy. OC Yell is assigned to the 593rd Trans Co in Elko, Nevada, and has completed the Warrior Leader Course. OC Yell is an electrical supervisor for an underground gold mine in NV. He has an electrical degree (associates) from Great Basin College in Elko, NV. His goal is bring technical and leadership skills to his unit in NV. He likes to play golf.

TAC






SFC Todd Eipperle has 20 years of service, including 7 of active duty. He is a TAC in Iowa. He has served as a Drill Sergeant at Ft. Jackson, as part of a LRS detachment in the Iowa National Guard. He has also deployed to serve OIF I/II. His military

education includes PLDC, BNOC, ANOC, and the master fitness trainer course. As a civilian SFC Eipperle is the Scout Executive for the Scouts of America for 5 years. When asked how you get such a job he responded "by spending a LOT of time with the scouts." His civilian education includes a B.A in Liberal Arts from Upper Iowa University. His goal for the OCs is to let "future officers know and understand the value of the NCO core."



Staff Soldier

MSG Ken Rausch of the South Dakota National Guard has 27 years of military service, including two years active service with the army. MSG Rausch is assigned to the 196th HHC MEB in Sioux Falls, SD as the senior good service representative. While on active duty MSG Rausch was assigned to the Armed Forces Police in Brooklyn, NY in 1969 and served in the 173rd Airborne MP BN in Bong Long, Vietnam in 1970. MSG Rausch has completed PLDC, BNOC, ANOC, CLS, TAITC, Good Service Safety, and Retention and Recruiting. He worked as a collection manager for St Mary's Hospital in Praise, SD for 22 years. His civilian education includes a BS in BA from SDSU.

Monday, 14 JUL	Tuesday, 15 JUL	Wednesday, 16 JUL	Thursday, 17 JUL	Friday, 18 JUL
				
92° F 61° F	85° F 61° F	88° F 59° F	91° F 65° F	91° F 63° F
Partly Cloudy	Chance of T-storms	Chance of T-storms	Partly Cloudy	Partly Cloudy

Stateside News

July 12, Spokane, Wash. — Officials say the Spokane Valley wildfire that destroyed 13 homes was a small recreational fire rekindled when 50 mph winds blew in, allowing embers to escape. About 200 people remained evacuated. The fire, at 1,006 acres, was 60 percent contained.

July 11, Phoenix, AZ, — A 61-year-old woman was attacked outside a Safeway store early morning by a young woman who snatched her purse, with \$350 in it, and dragged her several feet as she drove away.

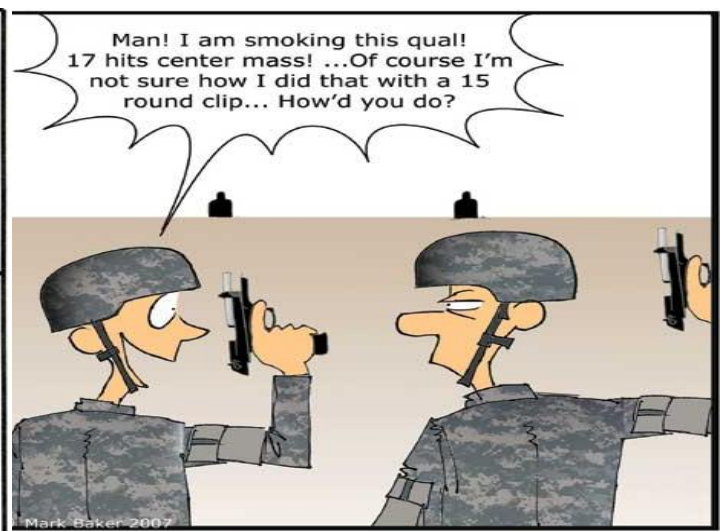
July 12, Las Vegas, NV, — In what local doctors are calling an extremely rare case, a former Las Vegas physician has lost his license to practice medicine in Nevada by abusing and selling Oxycontin.

July 13, Aurora, NE — Aurora police say two teens have confessed to starting a fire that destroyed a historic building in downtown Aurora. Fire officials have said the Fidelity Building, valued at \$87,310, is a total loss.

July 11, Honolulu, HI — Gov Linda Lingle may be forced to appear before an ethics committee after using her position to obtain prime Sugar Bowl seats after initial sell out of tickets. "It is an ethics violation even if she plans on paying for them."

On this day... 14 July

- 1456 - Hungarians defeated the Ottomans at the Battle of Belgrade.
- 1536 - France and Portugal signed the naval treaty of Lyons, aligning them against Spain.
- 1789 - French Revolution began
- 1798 - The U.S. Congress passed the Sedition Act. The act made it a federal crime to write, publish, or utter false or malicious statements about the U.S. government.
- 1914 - R. H. Goddard patented liquid rocket-fuel.
- 1933 - All German political parties except the Nazi Party were outlawed.
- 1940 - A force of German Ju-88 bombers attacked Suez, Egypt, from bases in Crete.
- 1945 - American battleships and cruisers began bombarding the Japanese home islands.
- 1951 - The first sports event to be shown in color, on CBS-TV, was the Molly Pitcher Handicap
- 1958 - The army of Iraq overthrew the monarchy.
- 1965 - The American space probe *Mariner 4* flew by Mars, and sent back photographs.
- 1967 - Eddie Mathews of the Houston Astros hit his 500th career home run.
- 1968 - Hank Aaron, while with the Atlanta Braves, hit his 500th career home run.
- 1998 - Los Angeles sued 15 tobacco companies for \$2.5B over the dangers of secondhand smoke.
- 2003 - Jerry Springer applied to Ohio US Senate.



Sports

Tennis, Anyone? The Wimbledon Streaker in all his glory in what is being called one of the greatest tennis matches on tennis' grandest stage, Rafael Nadal defeated Roger Federer to become the Wimbledon champion.

The match lasted nearly five hours and, in the end, Nadal snapped Federer's string of five straight victories at Wimbledon. In many analysts' eyes, Nadal's victory earns him the right to be called the No. 1 player in tennis, a title Federer has held for the last four years.

Basketball: 2008 NBA Draft

1	Derrick Rose (PG)	Chicago Bulls
2	Michael Beasley (PF)	Miami Heat
3	O. J. Mayo (SG)	Minnesota Timberwolves (traded to Memphis) ^[5]
4	Russell Westbrook (PG)	Seattle SuperSonics ^[6]
5	Kevin Love (PF/C)	Memphis Grizzlies (traded to Minnesota) ^[5]
6	Danilo Gallinari (SF)	New York Knicks
7	Eric Gordon (SG)	Los Angeles Clippers
8	Joe Alexander (SF)	Milwaukee Bucks
9	D. J. Augustin (PG)	Charlotte Bobcats
10	Brook Lopez (C)	New Jersey Nets
11	Jerryd Bayless (PG)	Indiana Pacers (traded to Portland)
12	Jason Thompson (PF)	Sacramento Kings
13	Brandon Rush (SG/SF)	Portland Trail Blazers (traded to Indiana)
14	Anthony Randolph (PF)	Golden State Warriors
15	Robin Lopez (PF/C)	Phoenix Suns (from Atlanta as part of the Joe Johnson trade)
16	Marreese Speights (PF)	Philadelphia 76ers
17	Roy Hibbert (C)	Toronto Raptors (traded to Indiana as part of the Jermaine O'Neal trade)
18	JaVale McGee (C)	Washington Wizards
19	J. J. Hickson (PF)	Cleveland Cavaliers
20	Alexis Ajinça (C)	Charlotte Bobcats (from Denver Nuggets)
21	Ryan Anderson (SF/PF)	New Jersey Nets (from Dallas as part of the Jason Kidd trade)
22	Courtney Lee (SG)	Orlando Magic
23	Kosta Koufos (C)	Utah Jazz
24	Serge Ibaka (PF)	Seattle SuperSonics ^[6] (from Phoenix as part of the Kurt Thomas trade)
25	Nicolas Batum (SG/SF)	Houston Rockets (traded to Portland)
26	George Hill (PG)	San Antonio Spurs
27	Darrell Arthur (PF)	New Orleans Hornets (traded to Memphis via Portland)
28	Donte Greene (SF)	Memphis Grizzlies (from LA Lakers as part of the Pau Gasol trade)
29	D. J. White (PF)	Detroit Pistons (traded to Seattle) ^[6]
30	J. R. Giddens (SG)	Boston Celtics

Leadership Quote

"The ability to keep a cool head in an emergency, and maintain poise in the midst of excitement and to refuse to be stampeded are true marks of leadership.
- R Shannon

Football: Brett Favre is the most durable quarterback in NFL history, so it's amazing to see that he is emotionally injured enough to want to leave the Green Bay Packers.

Thompson said that if Favre wants to apply for his reinstatement, he would be an active member of the Packers. Early in the day Saturday, one report indicated Thompson would take back Favre as a backup. Thompson didn't say that. He was just emphasizing that Favre could return in a role that would be determined later. It was a truthful and mature response, but the reaction was nuclear. Because Favre has flip-flopped more than once this off season, the Packers clearly can't say he would be guaranteed the starting job.

NASCAR:



Another bold move, a seventh Cup victory celebration for Kyle Busch.

Humble is not a word that's been used often where Kyle Busch is concerned. After his seventh Cup victory of the season Saturday, even he's starting to wonder just how good it can get.



Field Lane Exercises

By MAJ Geoffrey Jeram

On July 7th, Phase 2 Officer Candidates returned from three dynamic days in the field. They conducted squad and platoon level battle drills and missions, including tactical road marches, reactions to ambush, establishing a patrol base, and squad attacks. Opposing Forces (OPFOR) were in tactical play, defending against attacks and laying in ambush for the intrepid candidates.

For some missions, blank ammunition was used, while for others, the candidates exchanged their M-16 rifles for

paintball guns, which raised the stakes for the exercise, because, after all, paintball strikes are not painless.

During those nights when the candidate slept outside in their patrol bases, the South Dakota sky enhanced the training effect with the most spectacular and ear-shattering of the summer's thunderstorms coupled with a deluge with dinosaur drops of rain.

Platoon Missions

On 8 July, the three candidate platoons received Operations Orders for platoon-level missions. They conducted an ambush of a convoy, an attack to destroy an ammunition supply point, and a high value target capture from an enemy held building.



Officer Candidates move to position before an assault on an ammo point

Leadership (continued)

Douglas MacArthur's study and application of leadership began while a cadet, serving as the First Captain and earning the highest combined military, academic, and physical fitness scores since Robert E. Lee. He testified before congress even then, as a first year cadet, in the midst of a plebe hazing scandal. He won the respect of his classmates and superiors, simultaneously starting a career of leadership, influence, and controversy. In sheer longevity and comprehensive leadership and influence as a military officer on the United States Army, society, politics, and government; only Winfield Scott of the 19th Century can compare. And in a century of controversial military leaders, including Patton, Montgomery, Castro, and DeGaulle; MacArthur eclipsed them all.

Even a decent summary of MacArthur's long career and its leadership lessons is beyond the scope of these few paragraphs. For that, put William Manchester's American Caesar on your professional reading list. But consider these impressive facts:

As a Lieutenant, he served as aide-de-camp to his father, LTG Arthur MacArthur, and, later, to President Theodore Roosevelt.

MacArthur was first recommended for the Medal of Honor for his actions during the Vera Cruz Expedition of 1914, but was denied because his actions were beyond the scope of his orders.

In 1916, as the Army's first public relations officer he helped persuade the America public and its congress to pass the Selective Service Act.

As head of National Guard affairs in 1917, he organized the Rainbow Division and later commanded it during World War I.

Between the world wars, he superintended the Military Academy and formalized its Cadet Honor Code. By 1935, he reached the Army's top position, Chief of Staff when Colonel Eisenhower served as his military Aide. He retired in 1937.

In July, 1941, MacArthur was serving as the Field Marshal of the Philippine when President Roosevelt recalled him to active service, naming him commander of the U.S. Armed Forces in the Far East. The overwhelming Japanese invasion of the Philippines was too much for MacArthur and the Philippine Army, but his skillful withdrawal to the Bataan Peninsula and his defense delayed the Japanese offensive for Months when all other allied



MacArthur's iconic return to the Philippines

territory in the East Pacific was captured. His defense inspired the country and the whole Allied cause. For his actions he was awarded the Congressional Medal of Honor with a citation that reads:

"For conspicuous leadership in preparing the Philippine Islands to resist conquest, for gallantry and intrepidity above and beyond the call of duty in action against invading Japanese forces, and for the heroic conduct of defensive and offensive operations on the Bataan Peninsula"

MacArthur was then made Supreme Commander of Allied Forces in the Southwest Pacific Area and, starting from Australia, conducted a masterful island-hopping campaign that recaptured the vast area of the Pacific with only a fraction of the casualties suffered by generals in the European Theater. MacArthur signed the instrument of Japan's surrender aboard the USS Missouri on 2 September, 1945, formally ending the war.

Between 1945 and 1948, MacArthur served as Japan's interim leader. He instituted sweeping liberal reforms, restructured the Japanese economy, and personally drafted the country's constitution.

In September 1950, three months after the North Korean surprise attack pushed U.N. forces to the southern port of Pusan, MacArthur executed an extremely daring and successful combined amphibious landing at Inchon that flanked the the North Korean Army and lead to its disorganized retreat. The operation turned the tide of the war.

Ultimately, as the opening quotation implies, MacArthur was not willing or not able to accept limitations in war. He argued publicly for total war.

President Truman, ultimately judging the General's actions insubordinate, relieved him of command on 11 April 1951, igniting a storm of controversy for Truman, MacArthur, and for the U.S..

Today, the MacArthur Leadership Award recognizes company grade officers who demonstrate the ideals for which General MacArthur stood - duty, honor, country. The award promotes and sustains effective junior officer leadership in the Army.

Douglas MacArthur developed a set of personal leadership questions. Consider them for yourself:

- ✓ Do I heckle my subordinates or strengthen and encourage them?
- ✓ Do I use moral courage in getting rid of subordinates who have proven themselves beyond doubt to be unfit?
- ✓ Have I done all in my power by encouragement, incentive and spur to salvage the weak and erring?
- ✓ Do I know by NAME and CHARACTER a maximum number of subordinates for whom I am responsible? Do I know them intimately?
- ✓ Am I thoroughly familiar with the technique, necessities, objectives and administration of my job?
- ✓ Do I lose my temper at individuals?
- ✓ Do I act in such a way as to make my subordinates WANT to follow me?
- ✓ Do I delegate tasks that should be mine?
- ✓ Do I arrogate everything to myself and delegate nothing?
- ✓ Do I develop my subordinates by placing on each one as much responsibility as he can stand?
- ✓ Am I interested in the personal welfare of each of my subordinates, as if he were a member of my family?
- ✓ Have I the calmness of voice and manner to inspire confidence, or am I inclined to irascibility and excitability?
- ✓ Am I a constant example to my subordinates in character, dress, deportment and courtesy?
- ✓ Am I inclined to be nice to my superiors and mean to my subordinates?
- ✓ Is my door open to my subordinates?
- ✓ Do I think more of POSITION than JOB?
- ✓ Do I correct a subordinate in front of others?



Candidates consider the terrain along the Little Bighorn River near Reno's attack

Staff Ride (continued)

Sitting under cottonwood trees in the river's floodplain where the Indian lodges once stood, the candidates considered the nature of the river as an obstacle and the affects of surprise and fatigue on the 7th Cavalry during the Indian counterattack.

After a brown bag (as in MRE) lunch, the candidates walked ridge from the battlefield nation monument visitor center. Custer had led his detachment along this ridge in an attempt to envelop the Indian tribes and prevent their flight. But after the nearly 2000 warriors had neutralized Reno's advance, they turned on Custer, driving up the ridge and annihilating his command.



At the Indian Memorial, two candidates read the names of Indian chieftains who fought in the battle.



Phase 2 Candidates packed and ready to go.

Phase 2 to 3 Transition

For four weeks, Officer Candidates of OCS Phase 2 have developed their leadership skills at Fort Meade. One hundred candidates have successfully completed the phase and 98 continue in the accelerated program and transitioned Phase 3 on Friday, 11 July 2008. Without ceremony but with a no-nonsense confidence, the candidates packed their bags and moved out of Sturgis Hall (Building 58).

They moved to Camp Rapid where incoming candidates of the traditional OCS program swell their ranks to 146. Their training in Phase 3 will emphasize collective tasks and missions and will be almost entirely in the field.



Eager soldiers report for OCS Phase 1

Phase 1B Begins

Even as the Phase 2 candidates packed up and departed, the second OCS Phase 1 class of the summer arrived to inprocess. The class formally began with 99 candidates at its activation Ceremony on Sunday morning, 13 July 2008. After a few inspiring words from Regimental Commander Colonel Ross, Barnie signaled the transition to an informal meet & greets, when the TACs and new candidates got to know each other.



The new class begins its training as Barnie looks on

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